CECOM Biography

MR. EDWARD G. ELGART
DIRECTOR
CECOM Acquisition Center
US Army Communications-Electronics Command
Fort Monmouth, New Jersey

Edward G. Elgart is the Director of the CECOM Acquisition Center, U.S. Army Communications-Electronics Command, Fort Monmouth, New Jersey, Fort Huachuca, Arizona and Alexandria, Virginia. He also serves as the Principal Assistant Responsible for Contracting for that activity, Tobyhanna Army Depot and TAO. He is responsible for the acquisition and support of Army and joint command, control, communications, computers, intelligence, electronic warfare, and sensor systems, estimated in excess of $5 billion annually. Twice during his tenure, Mr. Elgart has served as the Acting Deputy Assistant Secretary of the Army for Procurement from August 2000-January 2002 and May 1997-May 1998. In that capacity, he was responsible for oversight and policy for all Army procurements, acquisition excellence and reform, and advocacy for the industrial base, as well as the proponent for the Army contracting career field. He completely revised Army procurement regulations and source selection policies during that assignment. Additionally, in partnership with the user community, he helped define doctrine for contractors on the battlefield. He also acted as the Army's Competition Advocate General during that time. Mr. Elgart was instrumental in directing resources to reconstitute Army procurement operations in the Pentagon following the September 11, 2001 attack.

From 1985-1989, Mr. Elgart served in a variety of management positions with the Defense Logistics Agency, first at DCASPRO Teledyne CAE, then at DCASMA Detroit, and culminating as the Director of Contract Management for the Defense Contract Administration Services Region Chicago. In that position, he was responsible for the administration of 18,000 defense contracts valued in excess of $19 billion.

Mr. Elgart began his career in government service in 1976 as a Contract Specialist intern. As a Contracting Officer he was responsible for the negotiation and award of the $4.3 billion contract for the Mobile Subscriber Equipment battlefield communications system.

Mr. Elgart entered the Senior Executive Service in June 1989, and has twice been a recipient of the Presidential Meritorious Executive Rank Award (in 1996 and 2002). He is a Fellow of the National Contract Management Association and a previous Fort Monmouth Chapter President and Executive Director. His awards and decorations include the Decoration for Exceptional Civilian Service, two Meritorious Civilian Service awards, the Honorable Order of Saint Barbara, and the Army Staff Identification Badge. He was the first recipient of the Acquisition Career Management Advocate of the Year award and was presented with the Secretary of the Army Professionalism in Contracting Award (Civilian) in 2000. He is Level III Certified in Contracting and in Program Management Oversight.

Mr. Elgart holds membership in numerous professional associations and is a member of the Army Acquisition Corps and the American Mensa Society. He has published numerous articles on the field of Government contracting and has taught graduate courses in that field at Fairleigh Dickinson University.

Mr. Elgart is a graduate of the Federal Executive Institute and the Command and General Staff Officer Course. He is also a graduate of the Brookings Institute-University of North Carolina Leadership 2000 program and the Center for Creative Leadership. He has a Bachelor's Degree in Biology from Kean University and a Master's Degree in Business Administration from Fairleigh Dickinson University.

He is married to the former Mary Ellen Reed of Deal, New Jersey. They have two children, Lindsay a Midshipman at the United States Merchant Marine Academy, and Stephen a High School student.

PERFORMANCE BASED SERVICE ACQUISITIONS

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CECOM Bottom Line: THE WARFIGHTE

THE PRESIDENT'S MANAGEMENT AGENDA

"…Good beginnings are not the measure of success. What matters in the end is completion…… Performance…. Results…"

George W. Bush

GOVERNMENT REFORM

GUIDING PRINCIPLES

- Citizen-centered
- Promote innovation through competition
- Results- oriented

REFORM TARGET:

SERVICE CONTRACTING

SERVICE CONTRACTING

- **Trend:**
  - **Increasing reliance**
    - **Increasing expenditures**
      - **Increasing oversight**
- **Opportunity:**
  - **Revolutionize service contracting practices**
    - **Improve the efficiencies**
      - **Improve effectiveness**

MAXIMIZE RESULTS!!!

SERVICES – A Big Part Of Our Business

- $2.5B in FY 2000
- $2.6B in FY 2001
- $3.0B in FY 2002

ALREADY OVER $ 2.055B!!! FY 2003

…AND GROWING!

JECOM Bottom Line: The WARFIGHTE

FAR *Part 37.102 Policy*

“ Performance Based contracting is the preferred method for acquiring services. When acquiring services, including those acquired under supply contracts, agencies *must*…..use performance based contracting methods to the maximum extent practicable…..”

ELEMENTS OF PBSA

- Focus on results vs. processes
- Requirements defined in measurable and mission-related terms
- Established performance standards
  Quality, quantity, timeliness
- Mechanism for performance assessment
- Incentives to encourage effective performance

TEAM C4IEWS APPROACH

- Change the Culture – Focus on Results
- Increase number of actions that are performance-based
- Coordinate requirements to avoid duplications
- Develop metrics for measuring performance
- Management plans for individual contract oversight

Industry Involvement is Essential

ECOM Bottom Line: THE WARFIGHTE

TEAM C4IEWS APPROACH

- **Remove the Barriers – Address issues that impede meaningful reform:**
- **Competition requirements**
- **Personal services restrictions**
- **Long term pricing schemes**
- **Management Decision Document process**

Industry Involvement is Essential

ECOM Bottom Line: THE WARFIGHTE

TEAM C4IEWS APPROACH

- **Partner towards the Future – Continuous discussions with all stakeholders early and often:**
- **Level II APBI for “Services”**
- **Harvest good ideas through joint industry and government seminars and other events**

Industry Involvement is Essential

ECOM Bottom Line: THE WARFIGHTE

TEAM C4IEWS PBSA GUIDELINES

- Utilize multifunctional government/industry teams to foster and institutionalize PBSA
- Engage industry in planning to devise optimum solutions and assess market conditions
- Solicit and incorporate industry comments regarding performance objectives, standards and incentives
- Tailor strategies based on experience, market research and risk

GUIDELINES CONTINUED

- **Incentivize to achieve highest quality and economic efficiency**
- **Include performance assessments focused on results vs. processes and contractor insights vs. oversight**
- **Provide performance feedback *early and often***

ULTIMATE OUTCOME

***Win-Win for Government and Industry*:**

- **Significant gains in contract quality and cost savings resulting in increased satisfaction and profits**
- **Elimination of red tape and excessive control and approval mechanisms that stifle performance and innovation**
- **Potential for increased profit thru expanded use of FFP**
- **Harnessing and implementation of Industry Best Practices**

ECOM Bottom Line: THE WARFIGHTE

CECOM Success Stories

SOFTWARE ENGINEERING CENTER OMNIBUS SUPP0RT

- 2 contracts awarded 30 Oct 01
- Hybrid Contract Type: FP, T&M, CPAF with various incentives

  (Award Fee, Incentive Fee, Award Term, Fixed Price)
- Continuous interaction with contractors
- Employees trained in PBSA prior to contract award
- Senior leadership engaged from the beginning
- 34 of 46 performance-based orders
  - 5 Fixed-Price/ 29 Award-Term
- Standardized ARP process
- Standardized Performance Evaluation Worksheet

NIGHT VISION LOW TECH

- 2 contracts awarded 22 July 01 to two (2) small businesse
- Hybrid contract Type: FP and T&M
- 40 out of 74 task orders to date are performance based
- Contractors propose metrics to be used in evaluation
- Contractor required to close out individual task orders

The Road Ahead

PBSA GOALS

- **OFPP Goal:**
- **50% of service dollar obligations must be PBSA by FY2005**
- **AMC Interim Goals:**
- **30% of service dollar obligations/actions by FY03**
- **45% of service dollar obligations/actions by FY04**

CONTRACT OPPORTUNITIES FOR LAST YEAR

SUMMARY

- ❑ AWARDED
- ❑ ACTIVE
- ❑ INACTIVE

OVERALL SUMMARY

CUSTOMER PPD/CXCLD	AWARDED	ACTIVE	
RDEC	10	5	0
LRC	7	5	2
PEO C3T	2	2	1
PEO IEWS	4	8	3
SEC	0	0	0
PEO EIS	2	1	1
PEO AVIATION	0	0	0

OVERALL SUMMARY

CUSTOMER	AWARDED	ACTIVE	PPD/CXCLD
RCAS	0	0	0
PEO CS&CSS	2	0	0
PEO SOLDIER	0	0	0
ISEC	0	0	0
GARRISON	2	0	1
OTHER	1	0	0

ECOM Bottom Line: THE WARFIGHTE

Contract Title

- **OBJECTIVE:**
- **CONTRACT TYPE:**
- **ESTIMATED VALUE:**
- **KEY MILESTONES:**
- **TECHNICAL CONTACT:**
- **ACQUISITION CONTACT:**
- **SOLICITATION # or RFQ #:**

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